



King County

King County Employee Survey - 2012

Department Results and Analysis

Department of Adult and Juvenile Detention



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Department of Adult and Juvenile Detention (DAJD)

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Adult and Juvenile Detention (DAJD) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DAJD as they target their responses to these data.

Key Findings

- DAJD employees are slightly more satisfied with their jobs in 2012 than they were in 2009. They do, however, report more negative perceptions of their department and of the County than employees from the majority of other departments or King County overall.
- DAJD employees are largely proud to work for King County and would recommend it as a good place to work.
- DAJD employees largely report feeling highly identified with their organization. They have a moderately positive perception of both their own skills and the contribution they make to the goals and objectives of the organization.
- DAJD employees report a higher percentage of “neutral” responses than other employees, indicating a higher degree of “ambivalence” toward many attributes in their work environment.
- These employees are more negative than the County overall about both their supervisors and their management, indicating perhaps a higher level of disconnection between employees and their leadership.
- Few employees receive performance communication, likely because formal appraisals are not a standardized process for the majority of personnel in this group. Nonetheless, employees report that they do not receive regular performance feedback. Department leadership may want to carefully distinguish between performance appraisal and communication, encouraging supervisors to provide feedback even in the absence of a formal appraisal process.
- There are few demographic differences of note among DAJD employees. The department is largely homogenous in position, though there were few differences between union/non-union employees or differences based on location.
- Distinct from the King County overall results, DAJD employees do not feel connected to the King County guiding principles and do not believe their department embodies any of them to any large degree. This may be indicative of the perceived specialization of the services provided within this department. Interestingly, however, employees do largely feel connected to the mission and goals of the King County organization.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics.

STUDY MEASURE	OVERALL AVERAGE	DAJD AVERAGE
Organizational Identification	4.09	3.86
Personal Capabilities	3.87	3.82
Customer Service	3.80	3.21
Mission and Goals	3.76	3.63
Professional Development	3.68	3.43
Respect	3.66	3.24
Employee Engagement	3.59	3.22
Tools and Resources	3.51	3.36
Teamwork	3.48	3.13
Supervision	3.42	2.93
Guiding Principles	3.41	2.88
Performance Communication	3.36	2.78
Continuous Improvement	3.14	2.69
Management	3.00	2.63

DAJD scores average roughly one-third of a point (~0.3) below the King County average. Larger negative differences can be seen in supervision and performance communication, indicating that these may be areas for future emphasis.

Interesting, DAJD personnel feel generally positively about their internal capabilities, though they are much less positive about continuous improvement and perceptions of respect.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

DAJD SURVEY RESPONSES

DAJD Employees: 878
DAJD Surveys Received: 506
DAJD Response Rate: 58%

DAJD received 506 surveys for an overall response rate of 58%. While it was lower than the rate received from most other departments, this is still a very high response rate and provides high confidence in the results.

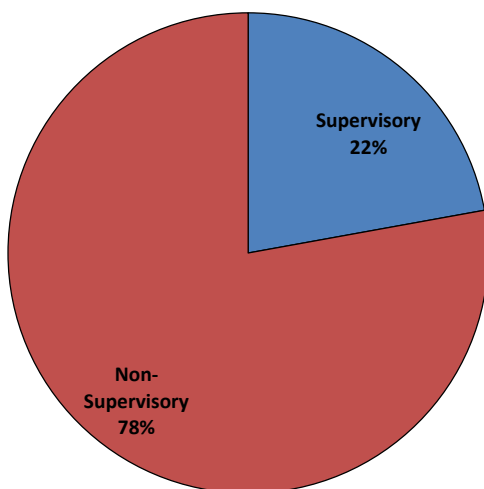
MISSING DATA

Depending on the question, DAJD employees provided information on most questions. Missing data accounted for between 1 and 15% of responses with an average missing data rate of about 8% across all questions.

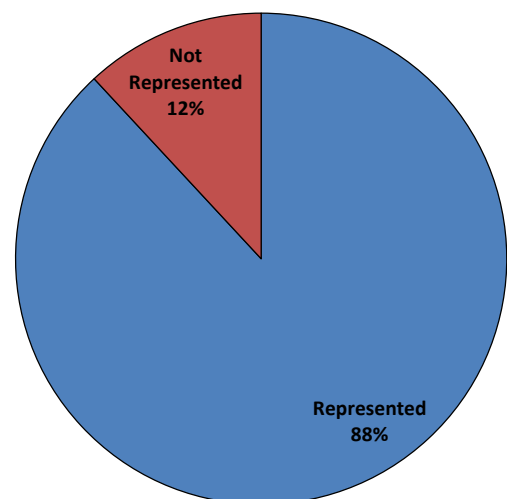
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

Following are pie charts that describe the make-up of survey respondents.

PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE



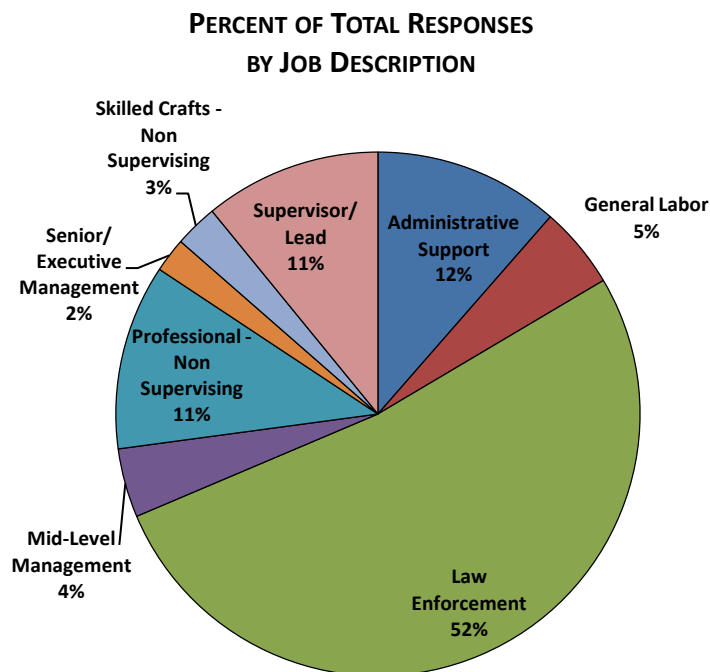
PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION



Most responding DAJD employees are not supervisors. Additional analysis reveals supervisory employees are somewhat more positive about survey measures than non-supervisory staff, with larger differences in their identification with King County and with perceptions of customer service. Most differences, however, are not particularly large.

Most employees are also represented. This makes demographic comparisons in this category not particularly useful since there are likely other intervening issues influencing the positive/negative nature of feedback such as position, location, etc.

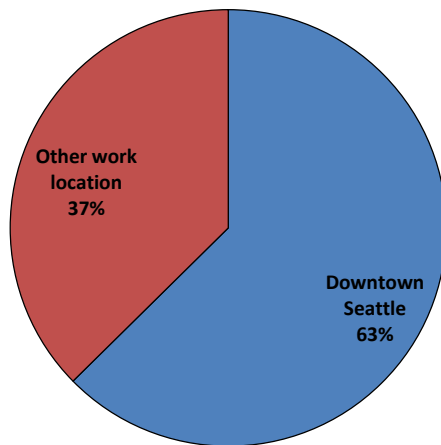
The chart below reports responses from different positions at King County. Not surprisingly, over one-half of DAJD personnel describe themselves as coming from Law Enforcement. While differences across positions is not large, law enforcement personnel report somewhat less positive responses than other employees. Because these individuals represent half of DAJD responses (and likely more given early survey data gathering challenges noted below), their lower scores very likely influenced lower overall scores for this department.²



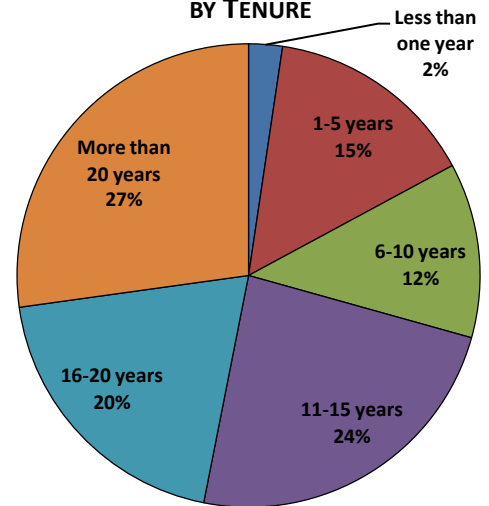
² During the first 24 hours of the survey link being open, respondents were unable to choose “Transit Operator” and “Law Enforcement.” This impacted 468 responses. These respondents’ data were included in all analyses, but position data was not included due to potential error. This did not influence the validity of the overall results, but should be noted as a possible limitation to position analysis.

As the charts below illustrate, almost two-thirds of responding employees work in downtown Seattle. Interestingly, there are no notable differences in the positive/negative nature of perceptions relative to where an employee works.

**PERCENT OF TOTAL RESPONSES
BY WORK LOCATION**



**PERCENT OF TOTAL RESPONSES
BY TENURE**



With the exception of new employees who represent a very small percentage of respondents, responses are fairly evenly spread out across tenure categories. Not surprisingly, new employees are much more positive than other employees with almost every measure in the study. However, those with between one and five years tenure and those with more than 20 years tenure are also more positive than are those employees with between six and 20 years.

2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. DAJD employees are slightly more satisfied than they were in 2009, showing a very modest increase.

OVERALL SATISFACTION

2012 Average: 3.79

2009 Average: 3.60

DAJD employees report comparable scores for most items measured in both 2009 and 2012. Employees report being more familiar with their DAJD's mission and goals, but less positive about their contribution to the success of King County government. They are also less positive about the extent to which DAJD uses customer input to improve service.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.60	3.79	+0.19
I would recommend King County as a good place to work.	3.67	3.74	+0.07
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.36	3.45	+0.09
My work contributes to the success of King County government.	4.28	3.97	-0.31
I am familiar with my department, division, or agency's mission and goals.	3.67	4.17	+0.50
My department, division, or agency's mission and goals give direction to my work.	3.50	3.44	-0.06
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.04	3.18	+0.14
I have a clear understanding of what is expected of me in my job.	4.26	4.07	-0.19
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.32	3.48	+0.16
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	2.87	2.65	-0.22
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.43	3.53	+0.10
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.25	3.02	-0.23
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.29	2.99	-0.30

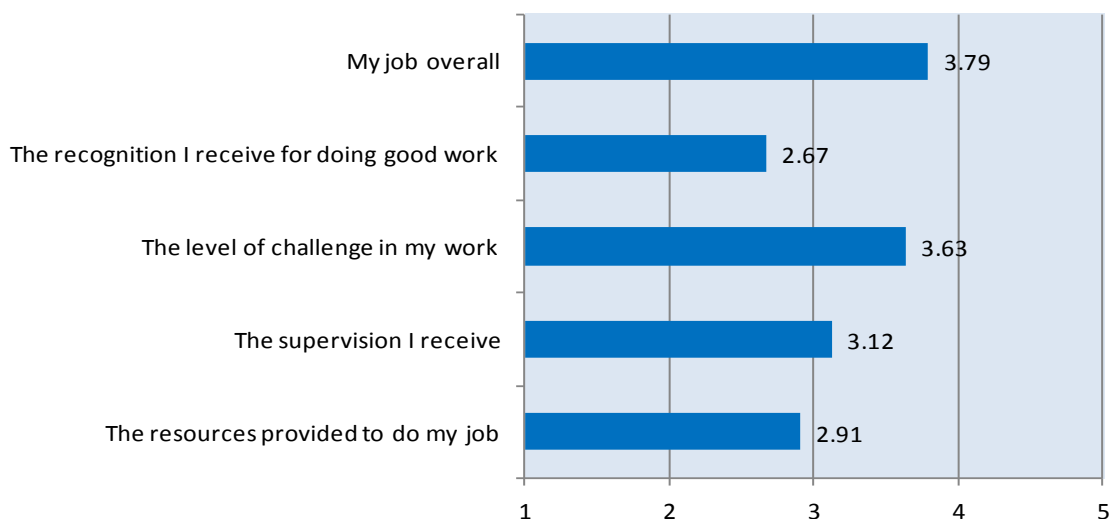
Note: Δ = positive or negative change in the average between 2009 and 2012.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Overall Results

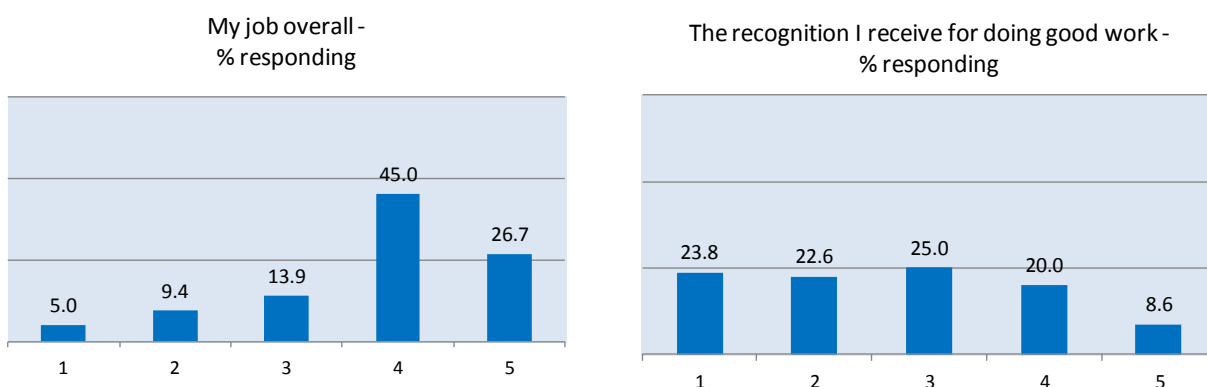
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

OVERALL JOB SATISFACTION

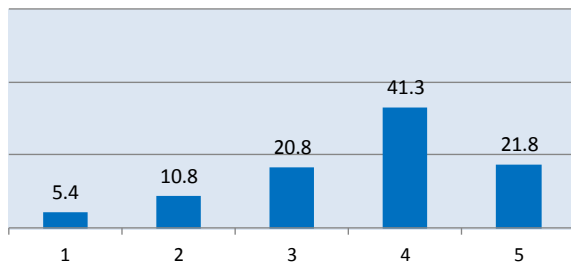


DAJD respondents report moderate job satisfaction. They are positive about the challenge of their jobs, but they do not feel recognized for their work, nor do they feel adequately resourced. DAJD employees are also not satisfied with the supervision they receive. All of these contribute to the more moderate overall employee engagement score received across this department.

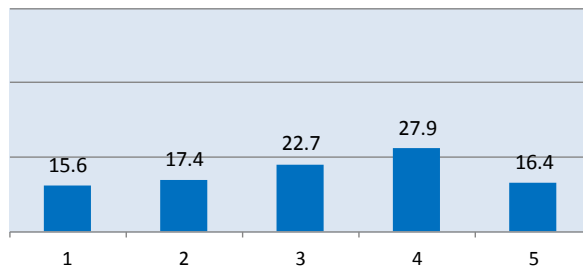
The individual distribution charts illustrate the wide variance in responses. DAJD employees reported mixed perceptions, with distributions more “flat” across response categories. While more than two-thirds of employees report solid satisfaction with their jobs, almost half report dissatisfaction with the recognition they receive for doing good work.



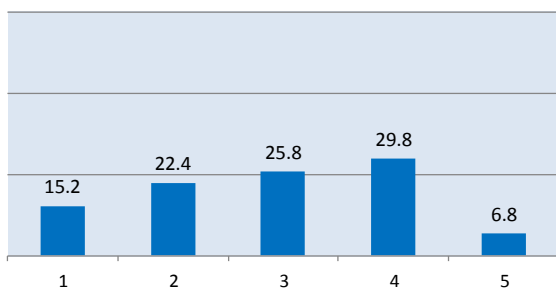
The level of challenge in my work -
% responding



The supervision I receive -
% responding



The resources provided to do my job -
% responding

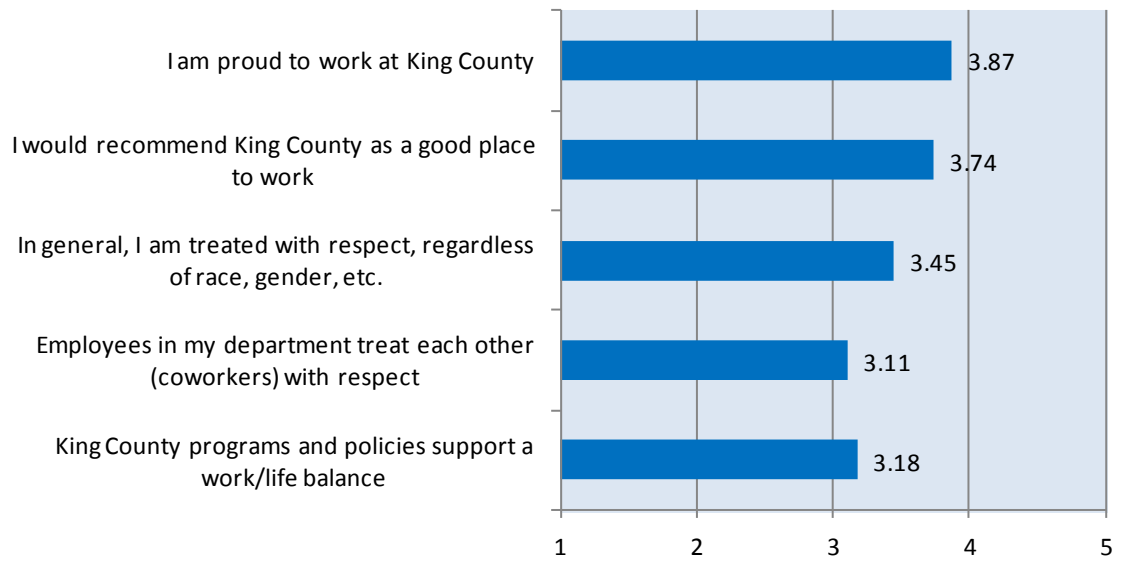


As the charts illustrate, almost the same number of employees report being extremely dissatisfied with supervision as those who report being extremely satisfied.

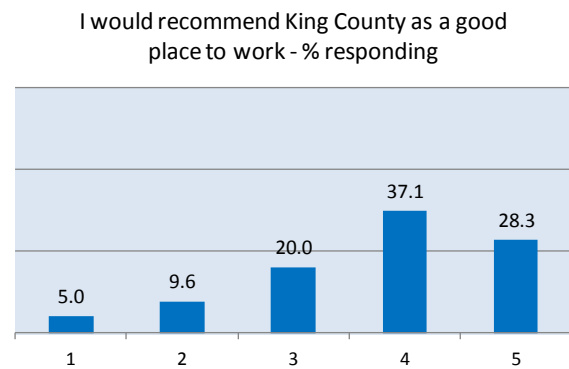
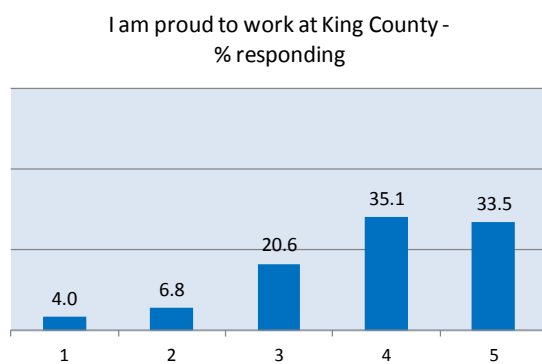
Additionally, more employees report being dissatisfied with the resources to do their jobs than report being satisfied.

WORK ENVIRONMENT³

Overall, DAJD respondents are proud to work at King County and would recommend King County as a good place to work. However, they perceive that inter-employee relationships could be improved with regard to mutually respectful treatment. Additionally, the moderate overall response to the question regarding work/life balance reveals that employees believe there is room for improvement in this area.



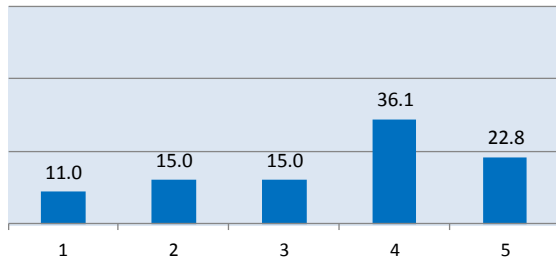
These distributions reveal that more than two-thirds of respondents are decidedly proud to work at King County and would recommend King County as a good place to work. Perceptions were more mixed regarding perceptions of respectful treatment.



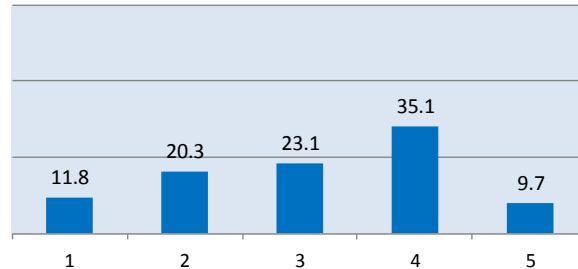
³Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

Of concern is that over a quarter of DAJD respondents report negative perceptions when asked if they feel treated with respect regardless of race, gender, etc., and almost a third of employees cite negative perceptions of respectful treatment among co-workers.

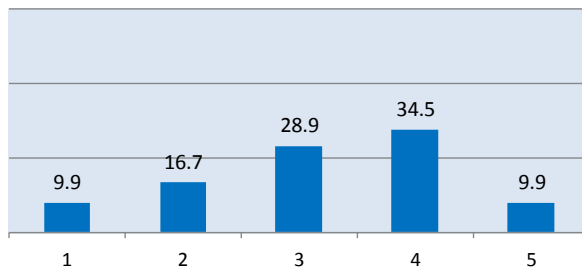
In general, I am treated with respect, regardless of my race, gender, etc. - % responding



Employees in my department treat each other (coworkers) with respect - % responding



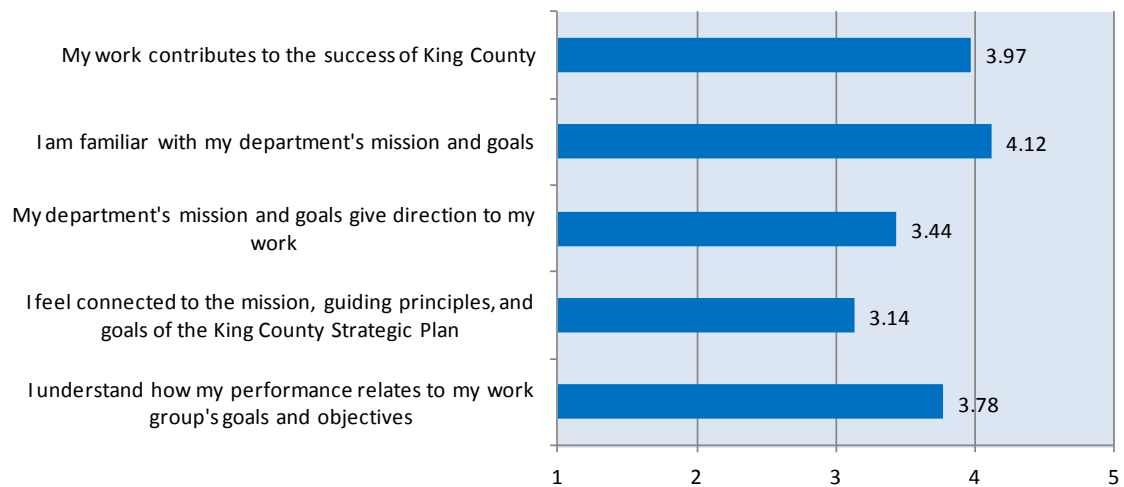
King County programs and policies support a work/life balance - % responding



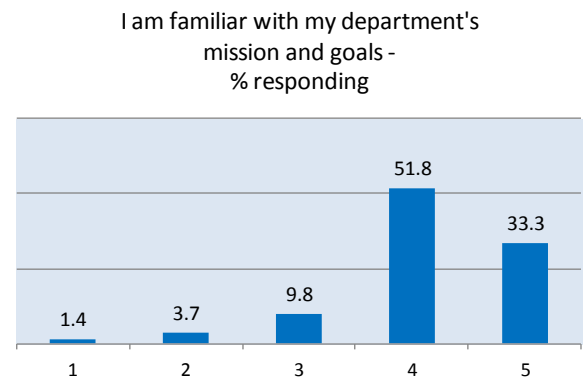
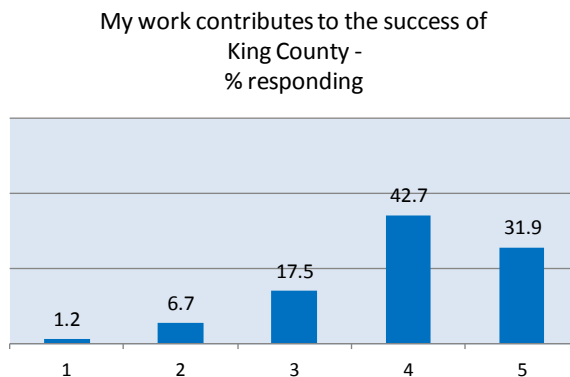
Regarding work/life balance, DAJD employee perceptions were also mixed, with slightly more than 40% reporting positive perceptions, and over one fourth reporting more negative perceptions. Interestingly, more employees reported neutral perceptions for this question than for many others in the survey.

MISSION AND GOALS

This section of the survey measured DAJD employees' perceptions of both the mission and goals of King County and their department/division, as well as their perceptions of how their work is valued and goal-directed. Respondents in the department report being very familiar with the DAJD's goals and perceive that their work positively contributes to the success of King County. However, DAJD employees expressed more moderate perceptions of connection to King County's mission, guiding principles, and to the goals of the strategic plan.

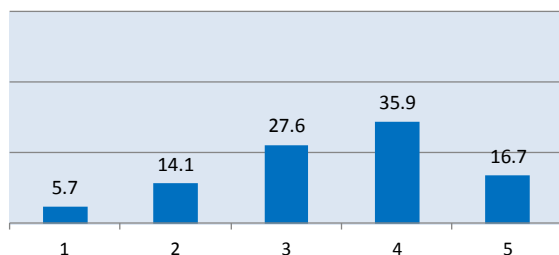


The distribution charts illustrate that DAJD employees feel positive that their work contributes to the success of King County. They also feel very familiar with DAJD goals.

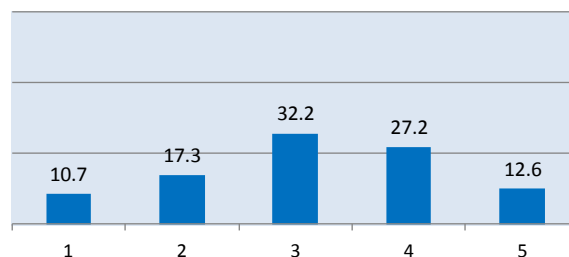


Perceptions are more mixed regarding the direction DAJD goals give to employees' work. Again, more employees are neutral to negative about connection to King County mission, guiding principles, and strategic plan than those who are positive.

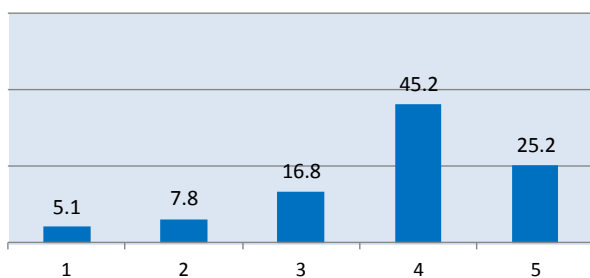
My department's mission and goals give direction to my work - % responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



I understand how my performance relates to my work group's goals and objectives - % responding



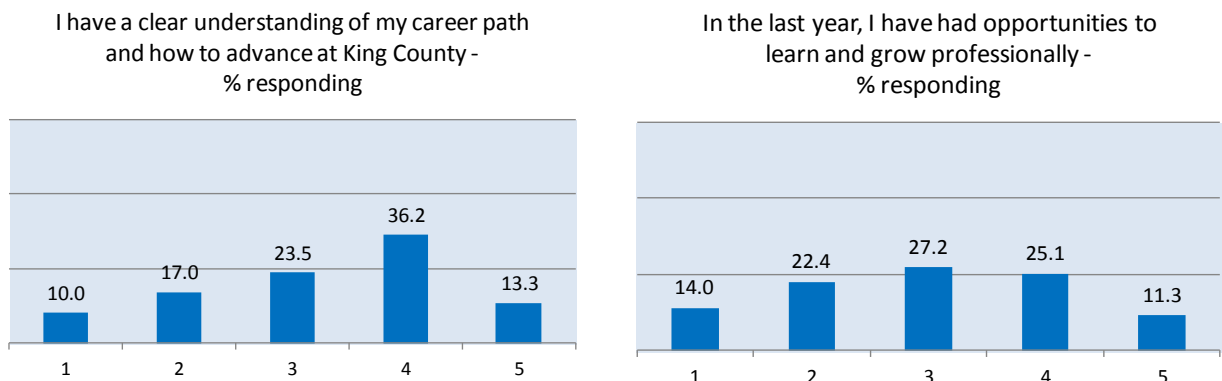
Finally, 70.7% of DAJD respondents have a solid understanding about how their job performance relates to the department's goals and objectives.

PERSONAL DEVELOPMENT AND ACHIEVEMENT

Questions in this section measured employees' perceptions of how they are supported to perform to their highest capacities. Employees in the DAJD, and employees in King County overall, reported that they overwhelmingly feel personally responsible for keeping their knowledge and capabilities current. Interestingly, DAJD respondents indicated that they tend to take advantage of training opportunities when offered, but reported that there were few opportunities to learn and grow professionally in the last year. Employees report the most negative perceptions related to training provided by King County.

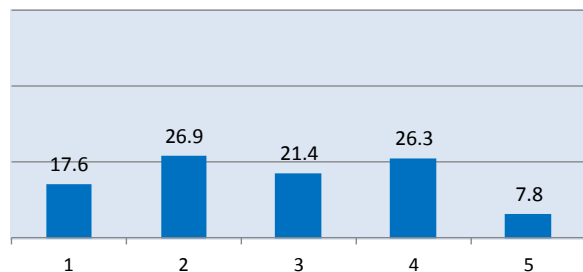


The distribution charts reveal that DAJD employees have a mixed understanding of career advancement opportunities at the County. In addition, employees do not overwhelmingly feel that they have opportunities to grow and develop professionally. Just over one third of DAJD employees feel they have opportunities, while the same percentage feel that they do not.

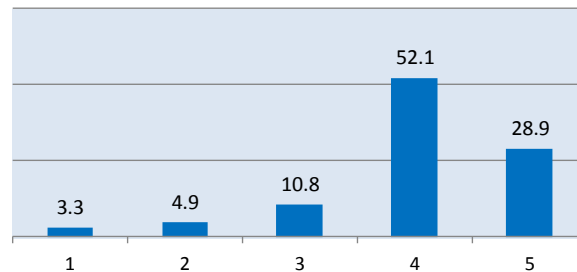


DAJD employees largely do not feel that King County supports training, but the vast majority (more than 80%) do feel personally responsible for keeping their knowledge and capabilities current.

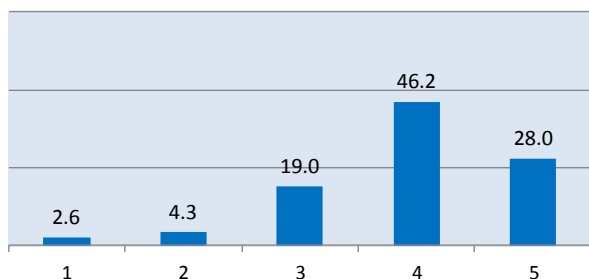
King County supports training to help
employees perform effectively -
% responding



I feel personally responsible for keeping my
knowledge and capabilities current -
% responding



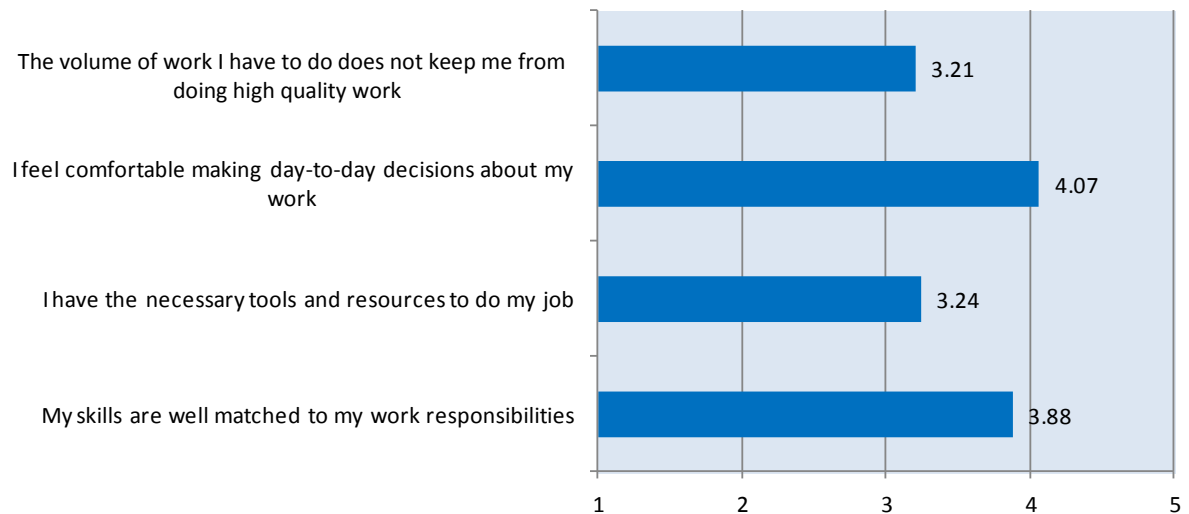
When available, I take advantage of training
opportunities -
% responding



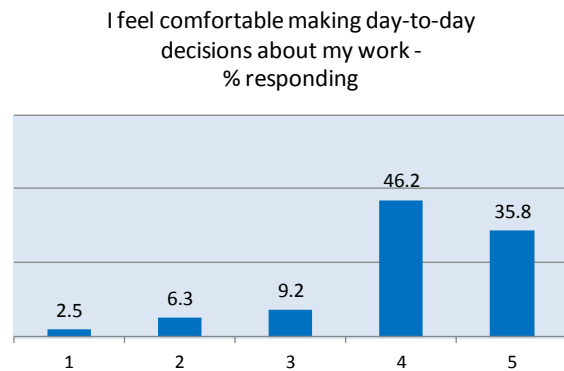
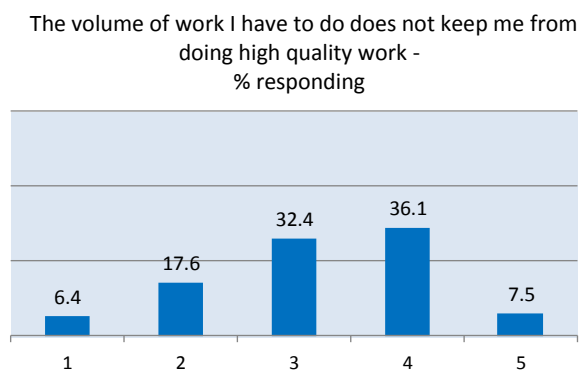
Finally, almost three quarters said that they would take advantage of training if it were offered to support their ongoing development.

RESOURCES AND DECISION-MAKING

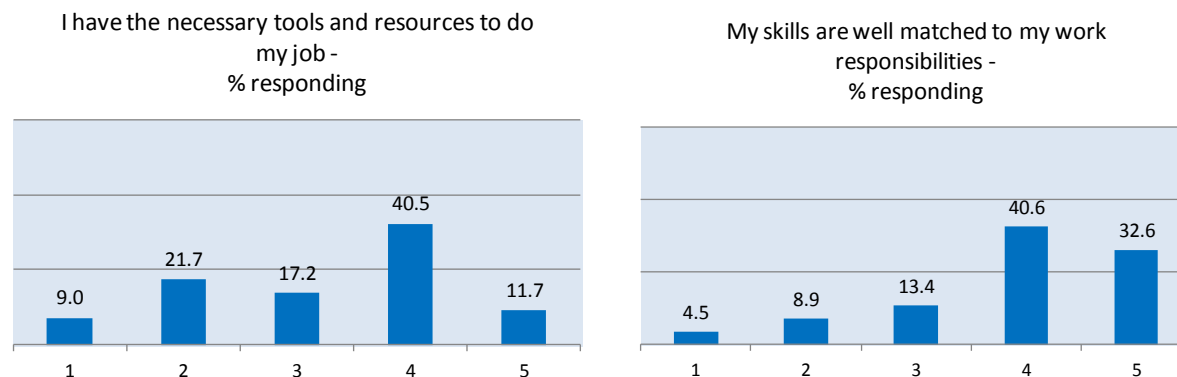
Compared to overall King County data, employees at the DAJD are more positive about their volume of work. However, perceptions regarding volume of work at the DAJD are still neutral. Employees reported positive perceptions related to their level of comfort making day-to-day decisions about work and mostly feel that their skills are well-matched to work responsibilities.



The distribution charts reveal that DAJD employees are moderately positive to neutral about the volume of work they have relative to high performance. Few report strongly positive perceptions, but this holds true for strongly negative as well. Conversely, the vast majority of employees feel comfortable making the day-to-decisions that impact their work.

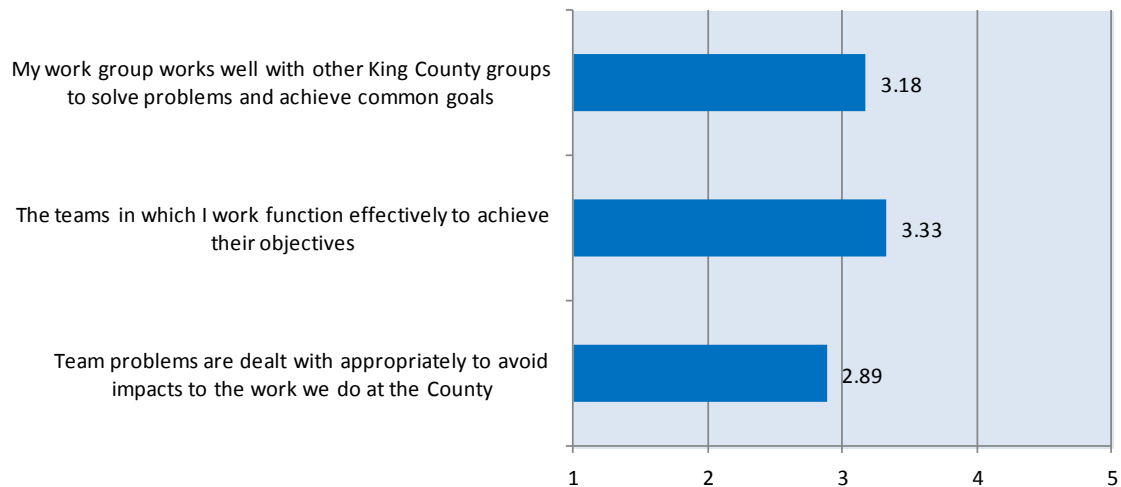


Responses are more mixed for perceptions of having the necessary tools and resources with a third of employees reporting feeling that they do not. Conversely, two-thirds of DAJD employees feel that their skills are well-matched to their work responsibilities, indicating higher levels of perceptions of internal capabilities and lower perceptions of the adequacy of tools and resources to do one's job.



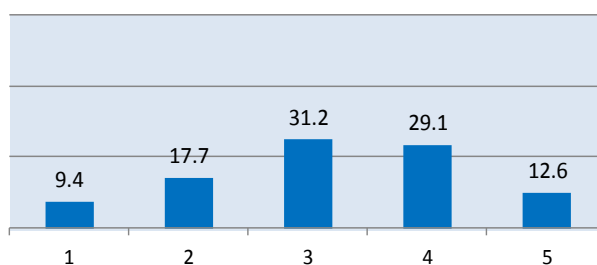
TEAMWORK

DAJD respondents expressed only moderately positive perceptions about teamwork in their workplace. Compared to more positive overall King County perceptions, employees in the DAJD perceive that their work groups function somewhat effectively, but that team problems do tend to impact work quality.

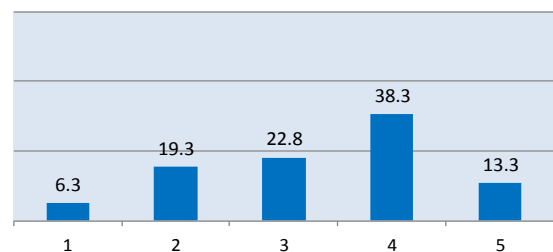


Score distributions reveal that perceptions regarding teamwork in DAJD are mixed. Employees are split in their perceptions of whether or not their work groups work well with other County groups, though half believe that their work groups function effectively to achieve objectives.

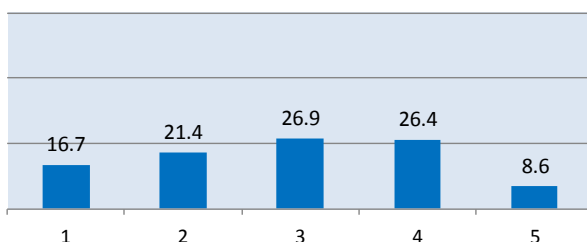
My work group works well with other King County groups to solve problems and achieve common goals - % responding



The teams in which I work function effectively to achieve their objectives - % responding



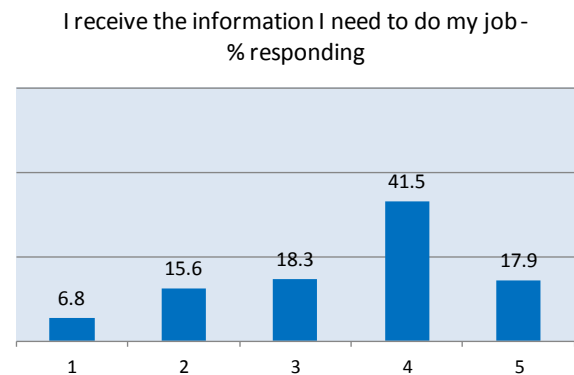
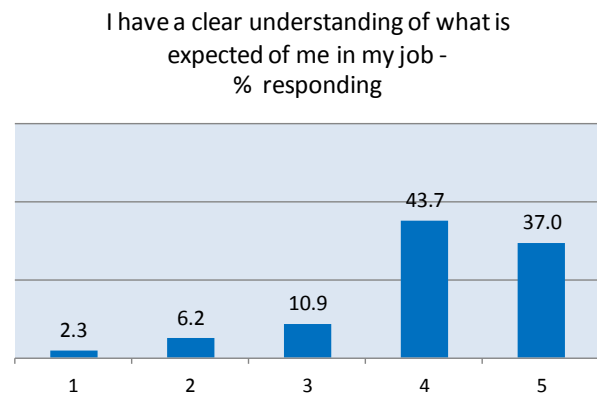
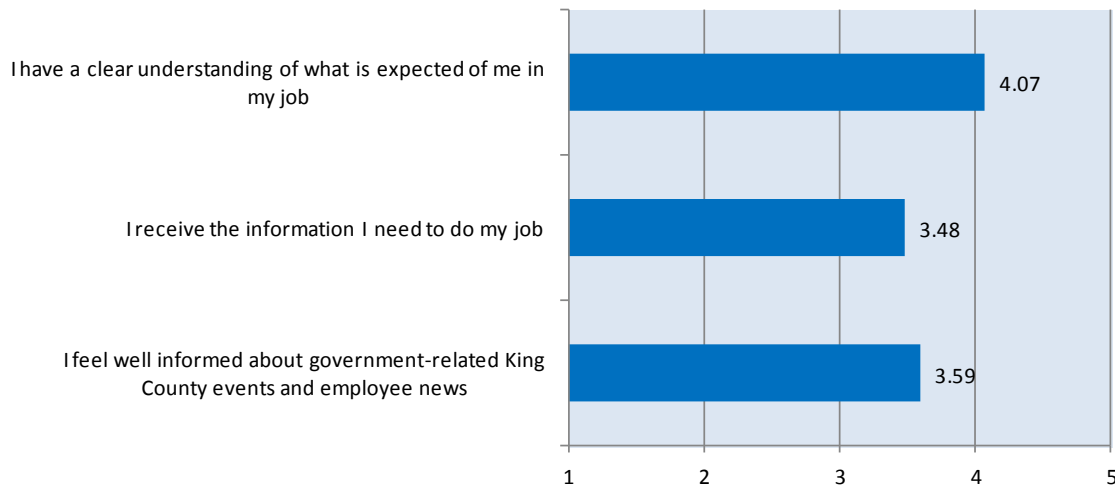
Team problems are dealt with appropriately to avoid impacts to the work we do at the County - % responding



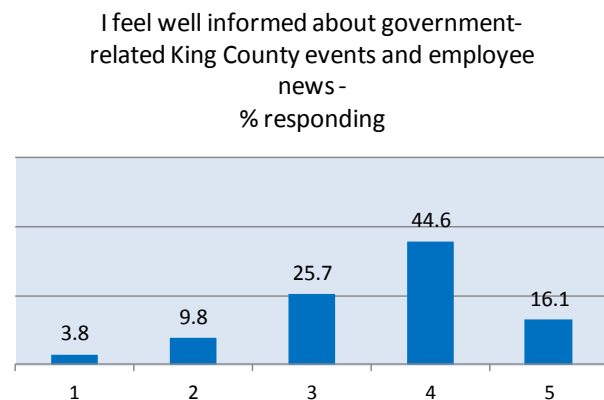
Of potential concerns is the “flat” distribution of scores for how team problems are dealt with. Only one-third of employees feel that problems are dealt with appropriately, with another third saying they are not. The relatively high number of responses for employees who are adamant about their negativity should be a topic of additional discussion and inquiry.

COMMUNICATION

Overall, respondents from the DAJD reported having positive perceptions of their department's communication efforts. They report having a clear understanding of job expectations and are moderately positive about receiving necessary information and being well-informed about King County events and news.



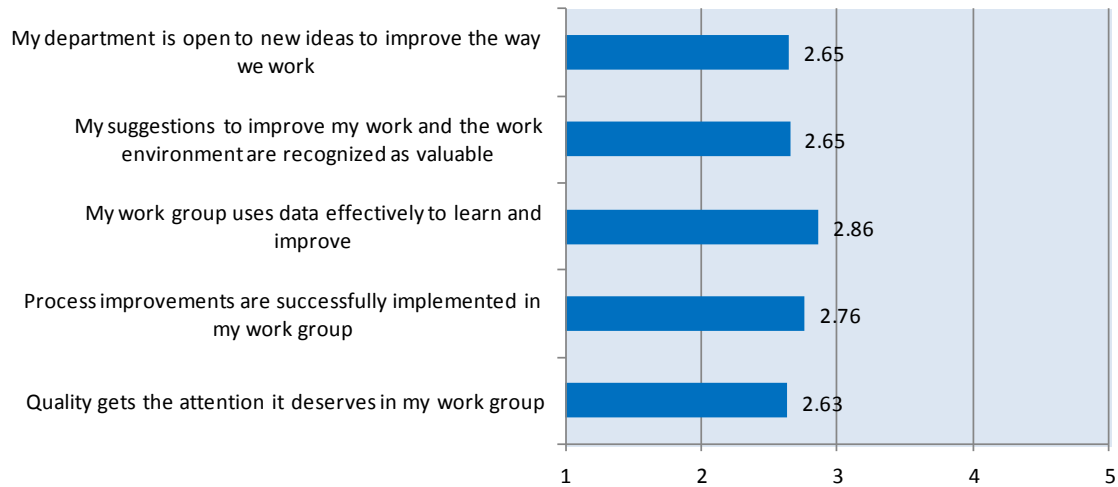
That more than three-quarters of employees report having a clear understanding speaks positively about information flow and communication in the DAJD organization. Some employees do report not having the information they need (just over 20%), but almost two-thirds do report having the information they need.



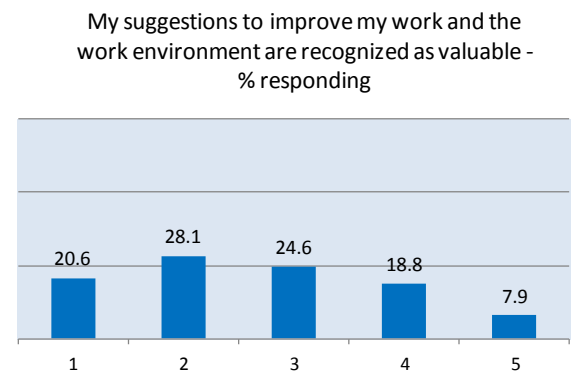
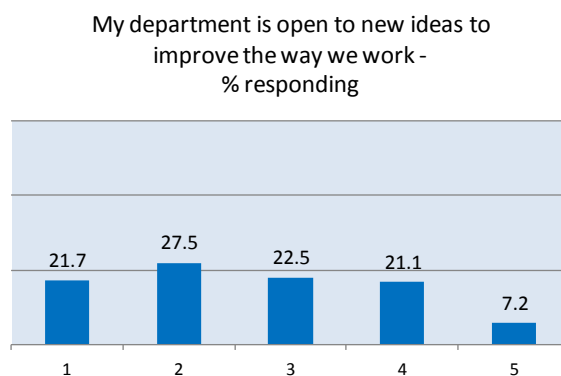
Most employees report positive or neutral perceptions of being well informed about King County news and events.

CONTINUOUS IMPROVEMENT

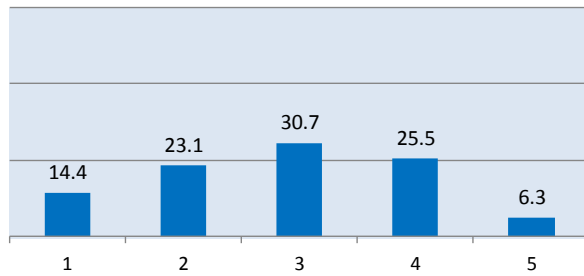
Consistent with overall County-wide perceptions of continuous improvement, perceptions of continuous improvement DAJD received somewhat low scores from respondents. Responses are somewhat negative across the board, revealing that, as a group, DAJD employees are not satisfied with their department's progress toward improvement.



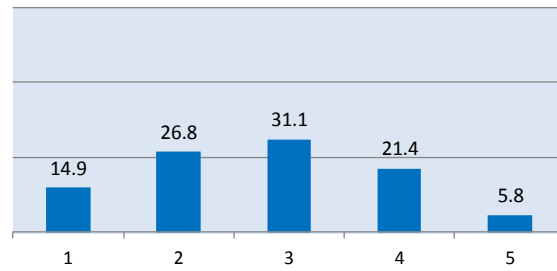
The distribution charts illustrate the diversity in perceptions related to continuous improvement. However, most respondents report having a somewhat negative impression of the DAJD's overall progress toward departmental improvement. Significantly, the majority of DAJD employees report neutral to negative perceptions of their department's openness to new ideas and the impact their suggestions have on their work environment.



My work group uses data effectively to learn and improve -
% responding

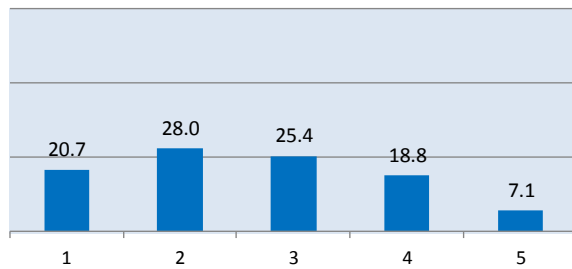


Process improvements are successfully implemented in my work group -
% responding



As the charts above illustrate, DAJD employees do not overwhelmingly feel their department uses data effectively to learn and improve, nor do they feel process improvements are successfully implemented. For both questions, more employees report negative or neutral responses than for either of the more positive answers.

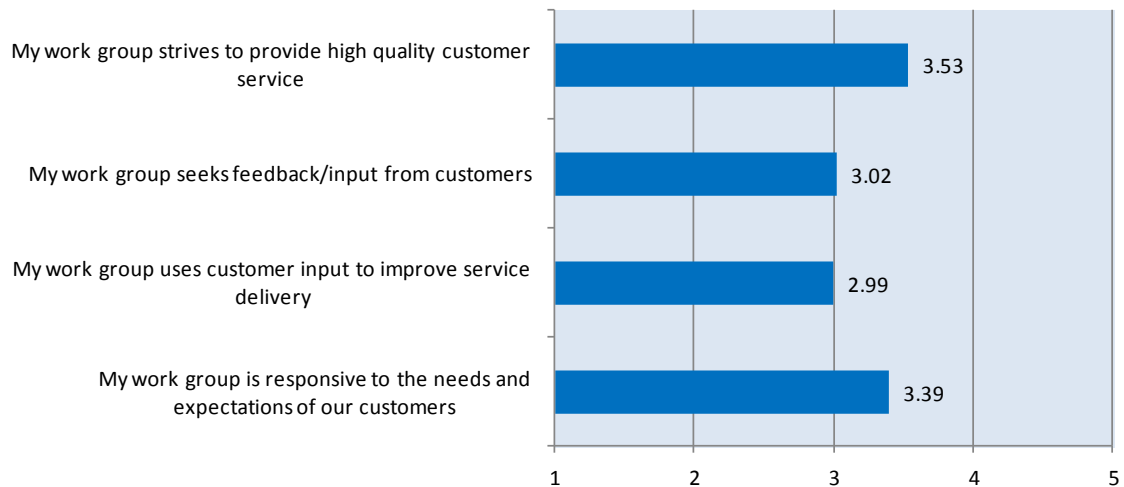
Quality gets the attention it deserves in my work group -
% responding



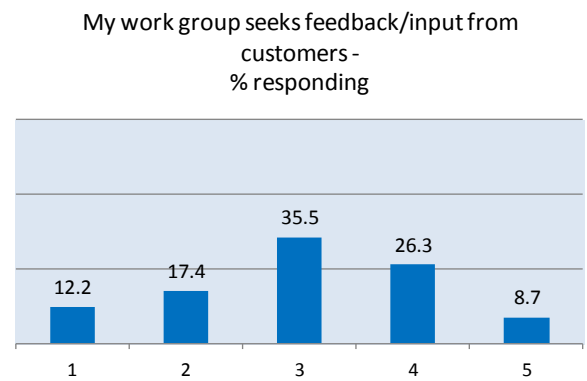
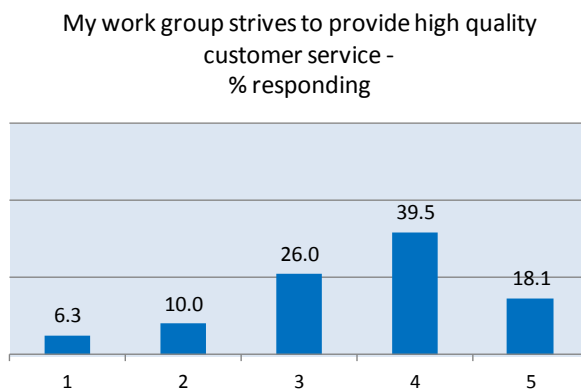
Most employees do not feel quality gets the attention it deserves within their work group at DAJD.

CUSTOMER SERVICE

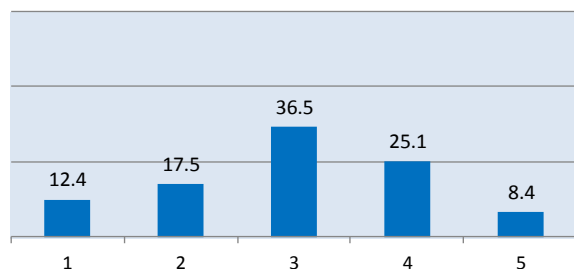
Overall, DAJD employee perceptions of customer service delivery were less positive than overall King County perceptions. Most DAJD employees report that their work group provides high quality customer service and is responsive to the needs and expectations of customers, with somewhat positive ratings in these areas. However, employees reported much less positive perceptions relative to customer feedback and how that information issued (or not) to improve the customer experience.



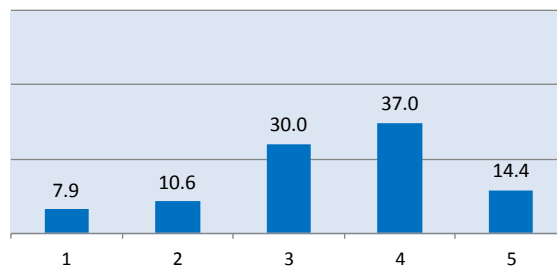
These distribution charts illustrate the strong positive perceptions of the DAJD's efforts to provide high quality customer service, with more than half reporting perceptions that their work group strives to provide high quality service. However, more employees are negative about how customer feedback is sought and used, with more employees reporting more negative perceptions than positive.



My work group uses customer input to
improve service delivery -
% responding



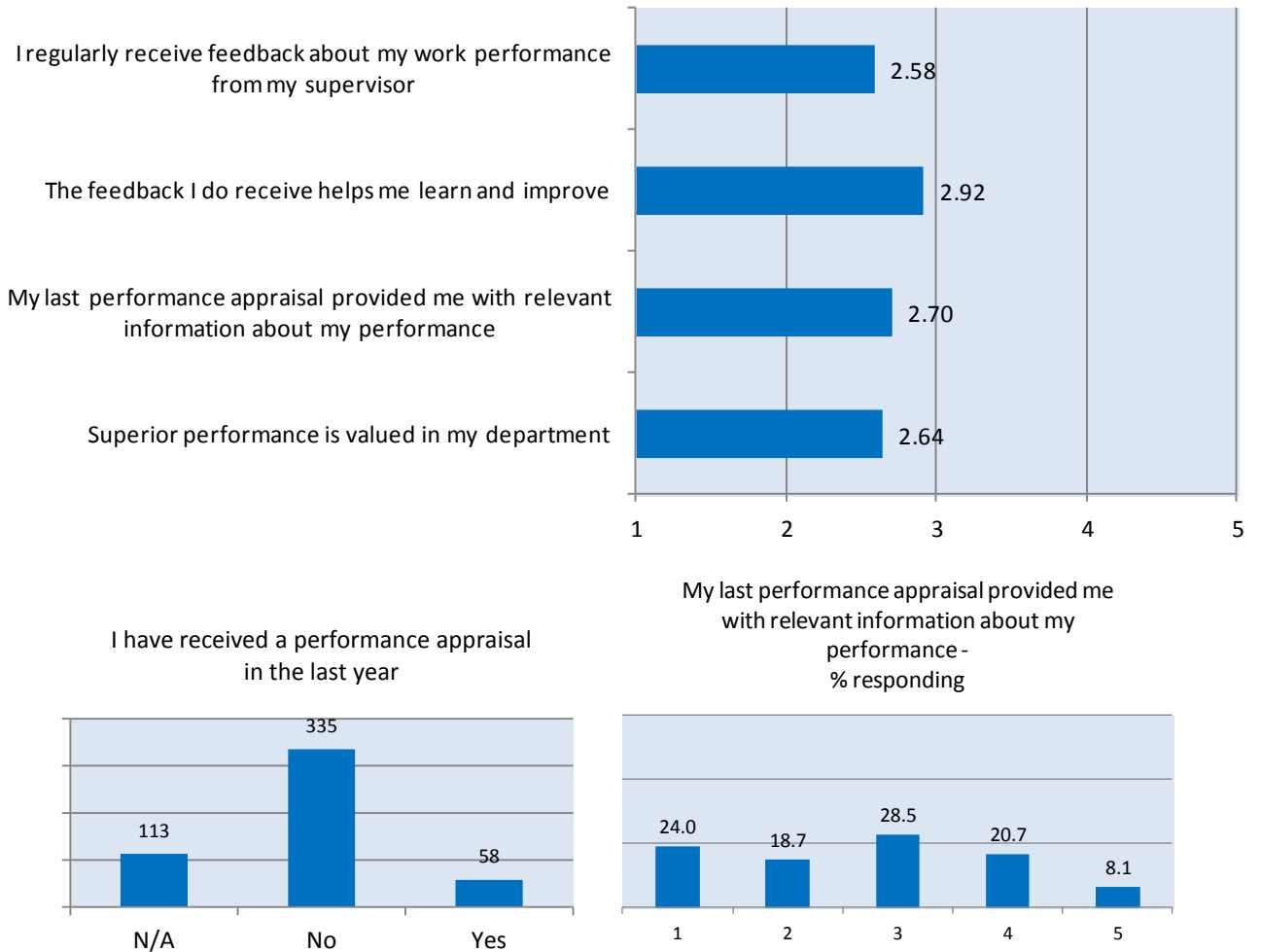
My work group is responsive to the needs and
expectations of our customers -
% responding



When asked to rate how well the department uses customer input to improve service delivery; most employees reported neutral to negative responses with almost one third providing a score of 2.0 or below. Despite this, more than 50% report that their work group is responsive to the needs of customers, with fewer than 20% reporting negative responses.

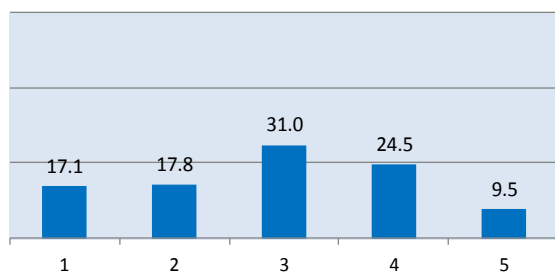
PERFORMANCE COMMUNICATION

DAJD employees report somewhat negative perceptions of performance communication compared to King County overall. These data illustrate that most employees do not receive regular feedback from supervisor, nor do they feel particularly positive about the feedback they do receive. Most employees do not feel that superior performance is valued by DAJD.



Most DAJD employees report that they either did not receive a performance appraisal in the past year or that it is not relevant for them to do so. Thus, only 11% report that they did receive a performance appraisal. Not surprisingly, few employees found their appraisal relevant, which may be more indicative of the distribution of appraisals than true dissatisfaction.

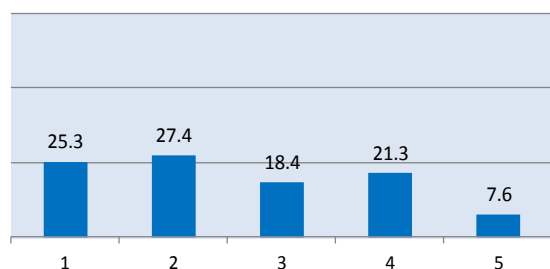
The feedback I do receive helps me learn and improve -
% responding



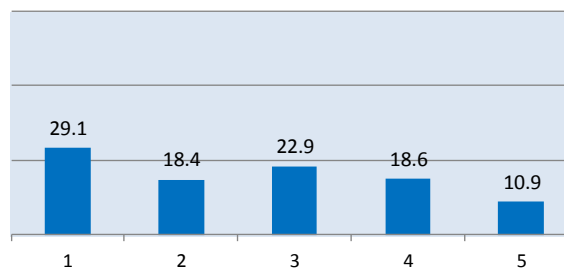
Independent of appraisals, however, employees report neutral to negative perceptions of performance feedback at DAJD, with almost two-thirds reporting neutral to negative perceptions.

Further, more than half of employees report that they do not receive regular performance feedback. Not surprisingly, most employees also do not believe that superior performance is valued in their department.

I regularly receive feedback about my work performance from my supervisor -
% responding



Superior performance is valued in my department -
% responding

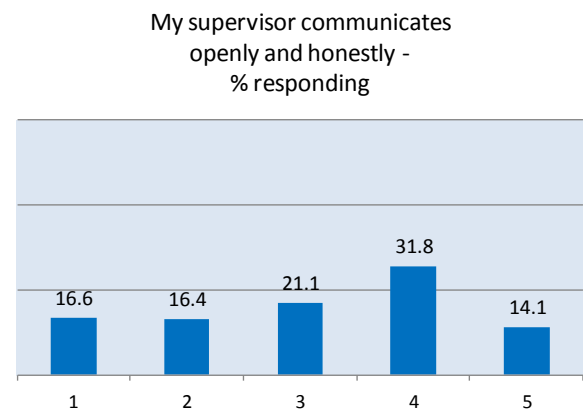
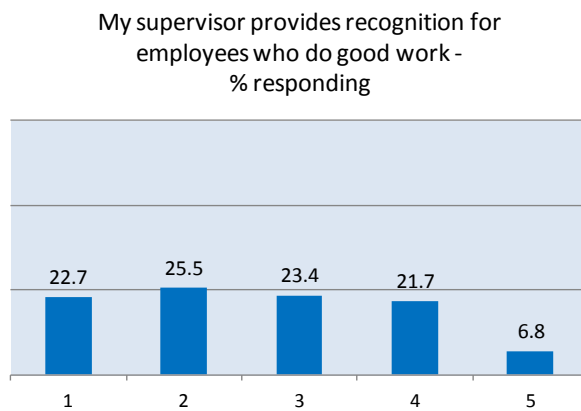


SUPERVISION

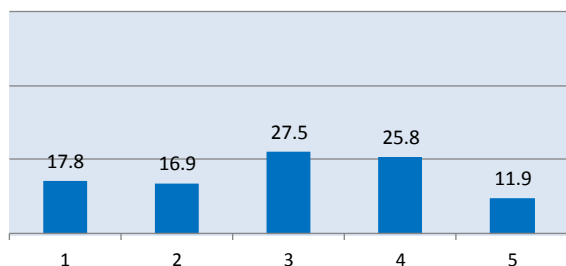
DAJD respondents express somewhat negative perceptions related to supervision, with the most negative response related to supervisors recognizing employees who do good work. They are also not particularly positive about supervisory behaviors related to continuous improvement, providing clear direction, or ensuring access to necessary resources.



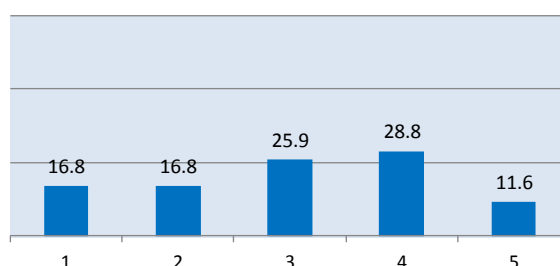
DAJD employees largely do not feel their supervisors provide recognition for good work. While almost half report believing their supervisors communicate openly and honestly, almost one-third think they do not.



My supervisor encourages continuous improvement -
% responding

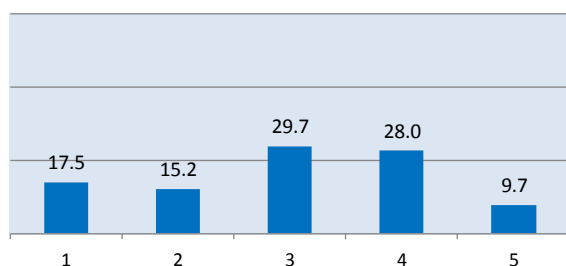


My supervisor provides clear direction -
% responding



Most employees are also neutral to negative about the extent to which their supervisors encourage continuous improvement. Further, almost one-third are negative about the clarity of direction provided by supervisors.

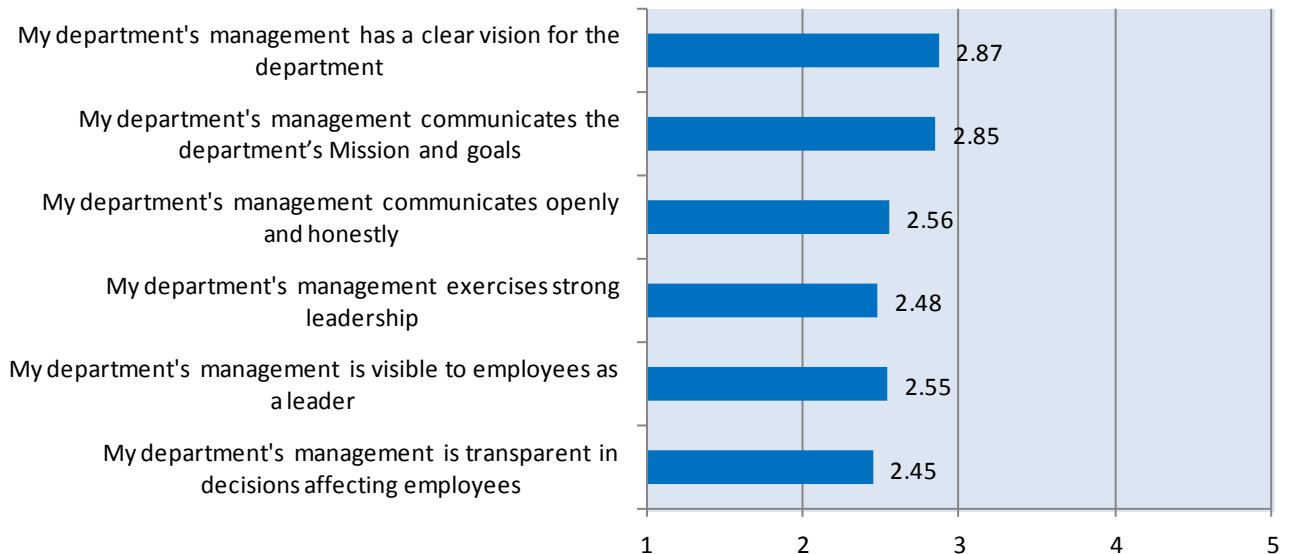
My supervisor ensures I have what I need to do my job well -
% responding



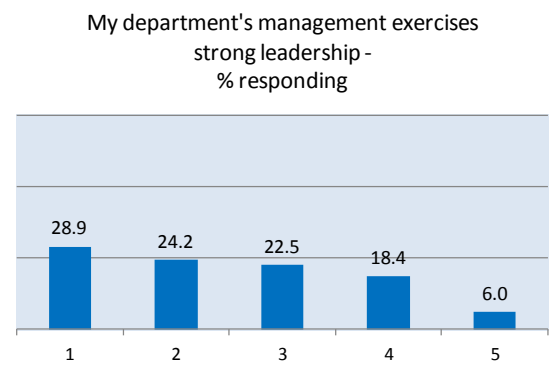
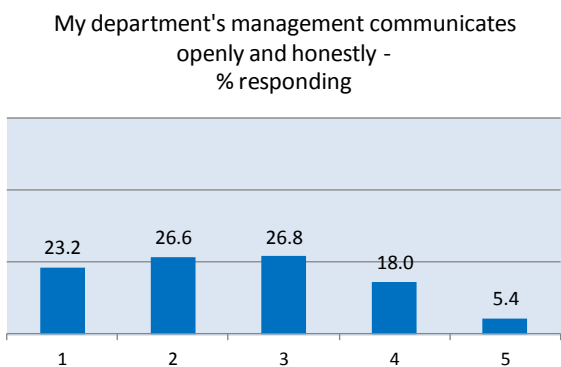
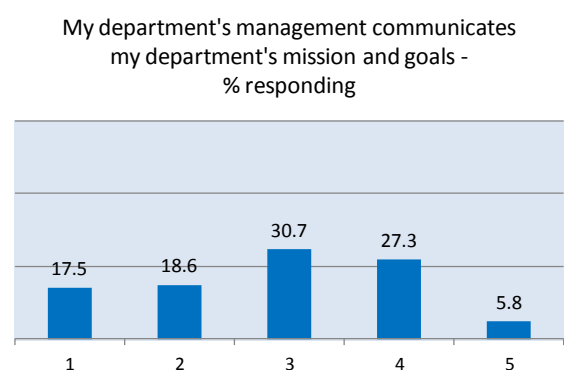
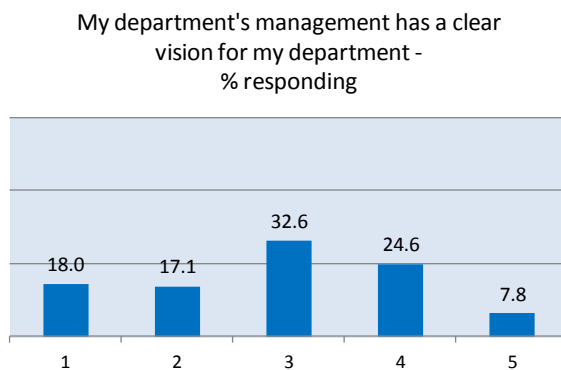
Finally, while one-third of employees believe their supervisors provide the necessary resources for work-related success, almost one-third report that their supervisors do not. And, a high percentage report feeling ambivalent in this area.

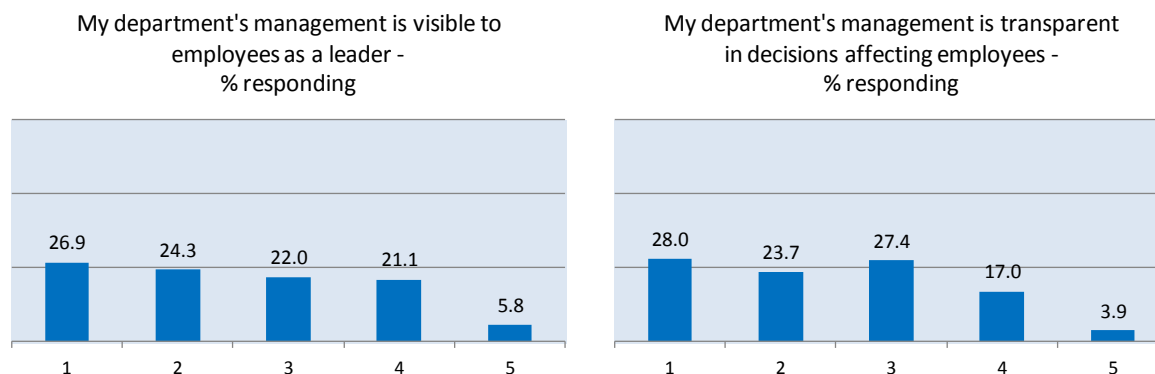
MANAGEMENT

Consistent with the King County overall results, DAJD report somewhat negative perceptions towards their management. Employees feel negative about managerial communication and the strength of leadership exhibited by Department managers. Further, they expressed the least positive perceptions related to strong leadership from management and management's transparency in decision making.



Less than a third of employees reporting believe that department management has a clear vision for the department or that department management adequately communicates the department's mission and goals.



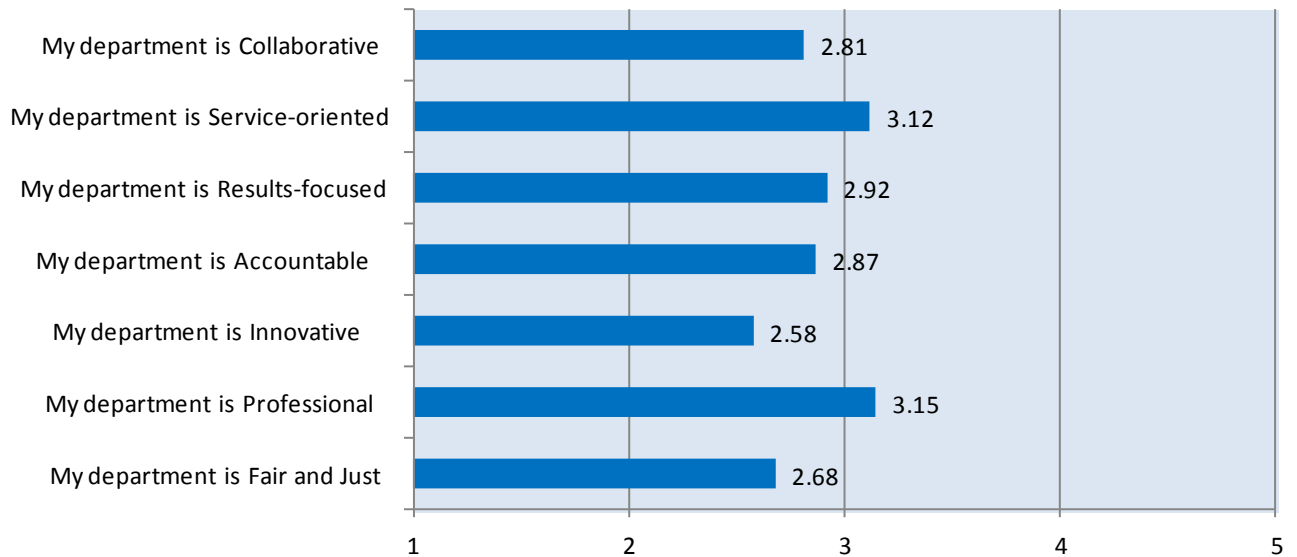


Employees do not feel their managers are visible; the majority also do not believe their management is transparent in decision-making.

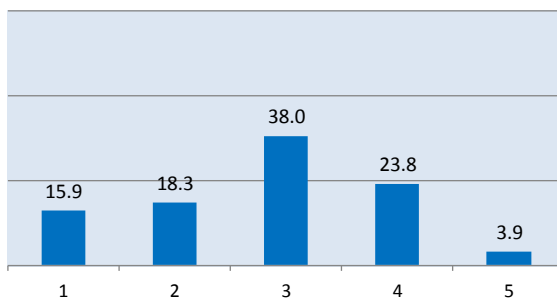
These scores are very low, but it should be emphasized that these types of findings are more typical of similar organizations. Perceptions of management are generally lower than perceptions of supervisors and of other measures in the survey. This is also potentially exaggerated by the level of structural disconnection between department management and employees.

GUIDING PRINCIPLES

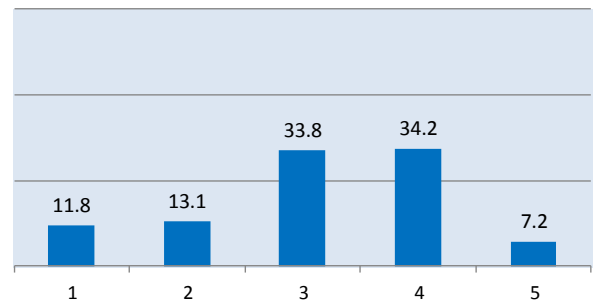
DAJD employees from the DAJD are more apt to describe their department as professional and service-oriented than other guiding principle attributes. Employees reported somewhat negative perceptions of all other attributes measured in this section of the survey.



My department is Collaborative -
% responding

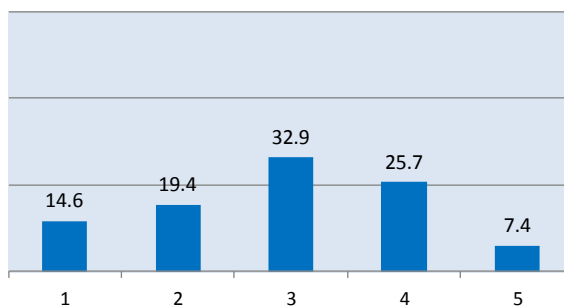


My department is Service-oriented -
% responding

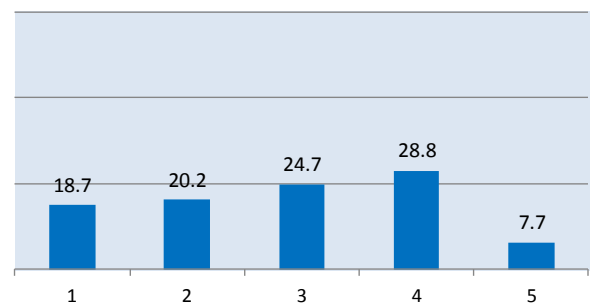


Employees report moderate perceptions of the collaborative nature of DAJD, though more of them believe DAJD is service-oriented. They largely do not believe their department is results-focused or accountable.

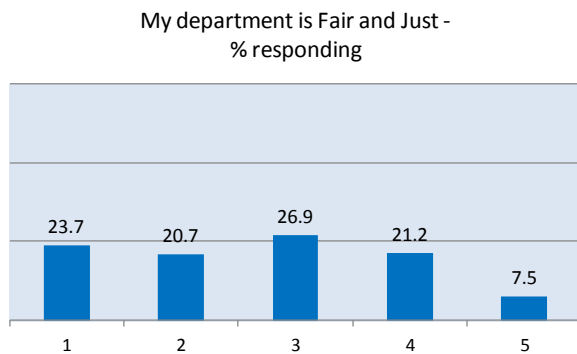
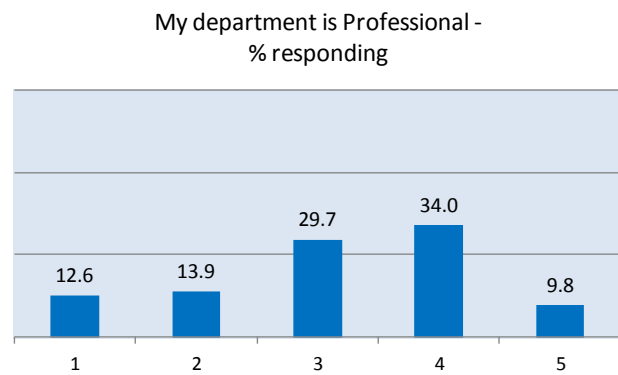
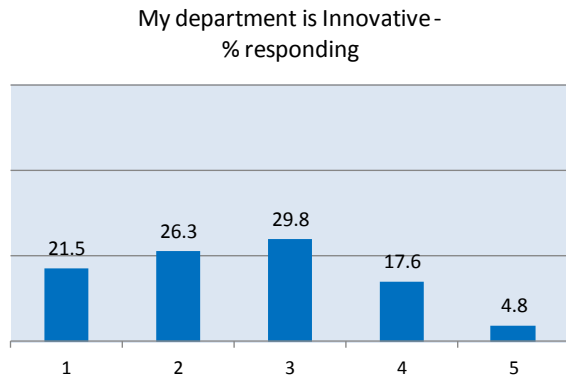
My department is Results-focused -
% responding



My department is Accountable -
% responding



More employees report negative perceptions of DAJD's innovation than report positive perceptions; however, almost half of employees report perceiving the department as professional.



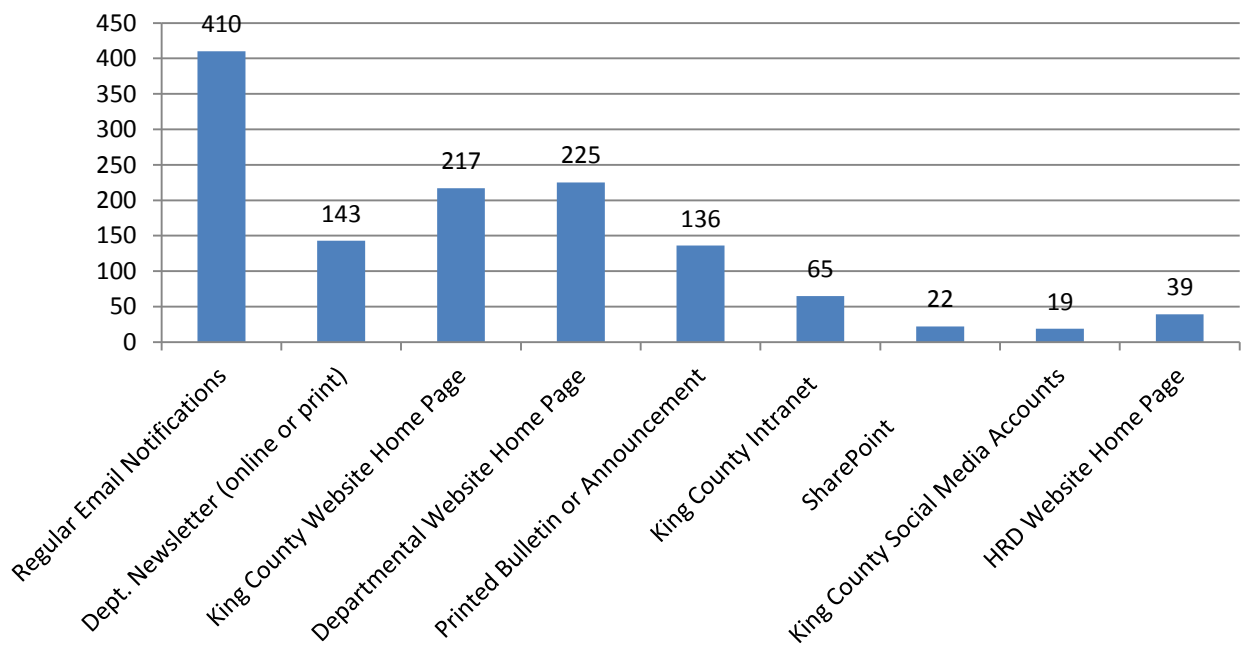
Finally, and of potential concern, the vast majority of employees do not feel that DAJD is fair and just.

Overall, distinct from the overall results for these questions, DAJD employees report more neutral responses. Additionally, they are more likely to report negative perceptions of their DAJD across guiding principle questions.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings for King County overall, DAJD employees prefer to receive information via regular email notifications, with more than 81% choosing this method as one of their top three communication vehicles. Different from the overall results, however, a higher percentage of employees also like to receive information from printed bulletins or announcements. However, overall, most employees seem to prefer on-line resources.



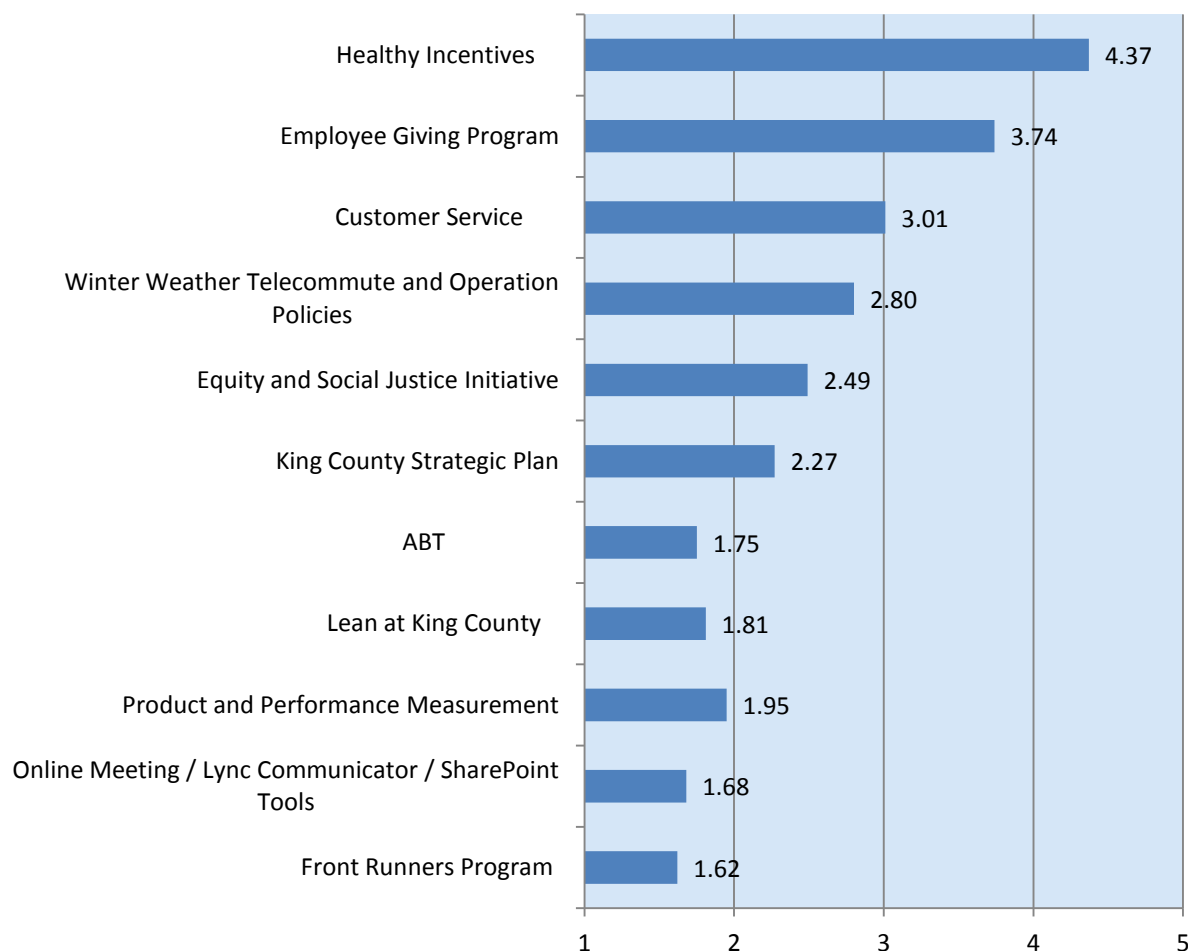
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Consistent with the overall results, DAJD employees are most familiar with the “Healthy Incentives” program and least familiar with Front Runners.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

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